

Administration

## UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND (TRADOC) LIAISON ACTIVITIES

**Summary.** This regulation on TRADOC international liaison activities has been revised. It describes policies and responsibilities for TRADOC liaison officers (LOs) worldwide and allied LOs (ALOs)/sister-service liaison officers (SSLOs) accredited to TRADOC. This regulation updates policies, administrative procedures, and liaison officer reporting and support requirements.

**Applicability.** This regulation applies to Headquarters (HQ), TRADOC; all TRADOC service schools, Army training centers, supporting activities; TRADOC LOs; and LOs accredited to and stationed at HQ TRADOC.

**Supplementation.** Do not supplement this regulation without approval from Commander, TRADOC, ATTN: ATFE, Fort Monroe, VA 23651-5000.

**Suggested improvements.** The proponent of this regulation is the Commander, TRADOC Field Element. Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels to Commander, TRADOC, ATTN: ATFE, Fort Monroe, VA 23651-5000.

### Contents

Paragraph	Page	Paragraph	Page
<b>Chapter 1</b>		<b>Chapter 5</b>	
<b>Introduction</b>		<b>Administrative Procedures</b>	
Purpose .....	1-1 2	Personnel administration .....	5-1 6
References .....	1-2 2	Personnel requisitions .....	5-2 6
Explanation of abbreviations and terms .....	1-3 2	Assignment policy .....	5-3 6
<b>Chapter 2</b>		U.S. Army officer and enlisted	
<b>Responsibilities</b>		evaluation reports .....	5-4 6
The Commanding General (CG), TRADOC ...	2-1 2	Letters of introduction and	
The Chief of Staff (CofS), TRADOC .....	2-2 2	mission statements .....	5-5 6
The Deputy Chief of Staff for Training		Enlisted Skill Qualification Test (SQT)	
(DCST), HQ TRADOC .....	2-3 2	Self-Development Test (SDT) .....	5-6 7
The Deputy Chief of Staff for Concepts,		Decorations and awards .....	5-7 7
Doctrine and Development (DCSCDD),		Leave and pass .....	5-8 7
HQ TRADOC .....	2-4 2	Predeployment training .....	5-9 7
The Deputy Chief of Staff for Base		Judicial and nonjudicial proceedings .....	5-10 7
Operations (DCSBOS), HQ TRADOC .....	2-5 3	Military pay .....	5-11 7
The Deputy Chief of Staff for Resource		TDY and travel funds .....	5-12 7
Management (DCSRM), HQ TRADOC .....	2-6 3	Budget and fund control .....	5-13 8
The Commander, Fort Monroe .....	2-7 3	Morale support funds .....	5-14 8
Commanders, subordinate		Support and services .....	5-15 8
TRADOC organizations .....	2-8 3	Inspector General activities .....	5-16 8
<b>Chapter 3</b>		Security procedures and safeguarding	
<b>Liaison Activities</b>		of defense information .....	5-17 8
Organization .....	3-1 4	Representation on boards	
TRADOC Field Element mission .....	3-2 4	and committees .....	5-18 8
Responsibilities .....	3-3 4	Liaison Activities Report .....	5-19 8
<b>Chapter 4</b>		Records administration, office	
<b>International Army Programs Directorate</b>		management, and correspondence .....	5-20 9
Organization .....	4-1 5	Memorandum of Understanding (MOU) .....	5-21 9
Support .....	4-2 6	<b>Chapter 6</b>	
		<b>Predeployment Training (PDT)</b>	
		Training .....	6-1 9
		Supervision .....	6-2 9
		Training composition .....	6-3 9
		Schedule .....	6-4 9

## Chapter 7

### ALO/SSLO Accreditation and Support at HQ TRADOC

Accreditation .....	7-1	9
Representation .....	7-2	9
Guidance .....	7-3	10
Support .....	7-4	10
ALO/SSLO orientation .....	7-5	10
Liaison officers assigned to HQ TRADOC .....	7-6	10

## Chapter 8

### ALO/SSLO Access to Information

Information .....	8-1	10
Intent .....	8-2	10
Release of classified information .....	8-3	11
Release of unclassified information .....	8-4	11
International programs .....	8-5	11
ALO/SSLO Reports .....	8-6	11

## Chapter 9

### ALO/SSLO Travel Program

Travel .....	9-1	11
Orientation Program .....	9-2	11
DCS travel .....	9-3	12
Travel outside Army .....	9-4	12
Requests .....	9-5	12

## Appendixes

A. References .....	12
B. Liaison Officer Rating Scheme .....	13
C. TRADOC Liaison Officer NET .....	15
D. Liaison Officer Activity Reports .....	20
E. Distribution of Liaison officer Activity Reports .....	20
F. International Army Programs Directorate .....	21
G. Allied Liaison Officers/Sister-Service Liaison Officers at HQ TRADOC .....	22
Glossary .....	22

## Chapter 1

### Introduction

**1-1. Purpose.** This regulation provides guidance, policy, and procedures governing the management, operation, supervision, administration, and support of liaison activities of HQ TRADOC. The objectives of this regulation are to-

- Define relationships between TRADOC LOs (see app B) and their hosting organizations regarding the mutual advancement of combat, doctrinal, training, and educational developments.
- Advise all TRADOC organizations of the capabilities, assistance, and services that TRADOC LOs and ALOs/SSLOs can provide.
- Define the responsibilities of the HQ TRADOC staff,

subordinate commanders, and personnel in support of the TRADOC liaison effort.

**1-2. References.** Required references are listed in appendix A.

**1-3. Explanation of abbreviations and terms.** The glossary contains abbreviations and explanations of special terms used in this regulation. The users of this regulation should read the explanations of terms to fully understand this regulation.

## Chapter 2

### Responsibilities

**2-1. The Commanding General (CG), TRADOC.** The CG has overall responsibility to maintain liaison with selected continental United States (CONUS) and overseas Army commands, other U.S. services and, when authorized, selected elements of allied defense establishments to support the mutual exchange of information on combat, doctrinal, training, and educational developments.

**2-2. The Chief of Staff (CofS), TRADOC.** The CofS is responsible for exercising staff supervision over liaison activities to include operational control of the TRADOC Field Element.

**2-3. The Deputy Chief of Staff for Training (DCST), HQ TRADOC.** The DCST will--

- Monitor and make recommendations concerning liaison activities pertaining to training, training developments, and educational innovations.
- Exercise operational control of those LOs rated by the DCST.
- Conduct biannual updates for all ALO/SSLOs at HQ TRADOC.

**2-4. The Deputy Chief of Staff for Concepts, Doctrine, and Developments (DCSCDD), HQ TRADOC.**

- The DCSCDD will--

- Monitor and make recommendations concerning liaison activities pertaining to system and force structure phases of combat developments.
- Formulate material concepts, material requirements, organizations, force structures, studies, systems, field experiments, tests, and evaluations.
- Develop and promulgate operational concepts and tactical doctrine.
- Exercise operational control, through the Director, International Army Programs Directorate (IAPD), of those LOs for which the DCSCDD, Assistant DCSCDD, and Assistant DCSD are Head of Delegation (HOD) for Army-to-Army Staff Talks.
- Conduct biannual updates for all ALO/SSLOs HQ TRADOC.

b. Director, International Army Programs Directorate (IAPD), ODCSCDD. Director, IAPD, will--

(1) Manage bilateral army-to-army relationships with selected allied and friendly countries.

(2) Conduct army-to-army staff talks with selected countries.

(3) Arrange subject matter expert exchanges (SMEE).

(4) Coordinate Latin American familiarization visits to TRADOC installations.

(5) Manage TRADOC participation in the four power Senior National Representatives (Army).

(6) Manage Rationalization/ Standardization/ Interoperability (RSI) funds provided to TRADOC LOs in support of DCSCDD requirements.

c. Director, Combined Doctrine Directorate, ODCSCDD. The Director will--

(1) Manage and coordinate TRADOC participation in--

(a) North Atlantic Treaty Organization (NATO).

(b) Quadripartite ABCA (American, British, Canadian, Australian).

(c) Multilateral ad hoc conferences.

(2) Exercises staff supervision over TRADOC coordination of, input to, and implementation of NATO Standardization Agreements (STANAG) and Quadripartite Standardization Agreements (QSTAG).

(3) Manages RSI funds provided LOs.

**2-5. The Deputy Chief of Staff for Base Operations Support (DCSBOS), HQ TRADOC.** The DCSBOS will--

a. Manage personnel actions pertaining to the TRADOC Field Element.

b. Coordinate TRADOC visit requests and TRADOC accreditation requests.

c. Coordinate and approve requests for the disclosure of classified and unclassified caveated military information to allied governments, international organizations, and U.S. industry.

d. Conduct semiannual updates for all ALO/SSLOs at HQ TRADOC.

e. Ensure sufficient overlap in LO assignments to successfully transfer duties to the new LO.

**2-6. The Deputy Chief of Staff for Resource Management (DCSRM), HQ TRADOC.** The DCSRM in coordination with the Commander, TRADOC Field Element, DCSBOS, and DCSCDD, will--

a. Determine personnel and budget requirements.

b. Allocate resources.

c. Maintain the Army Authorization Documents System (TADDs) documents to support the activities of the TRADOC Field Element.

**2-7. The Commander, Fort Monroe.** The Commander, Fort Monroe will--

a. Manage enlisted personnel assigned to TRADOC Field Element.

b. Maintain personnel and finance records of all personnel assigned to the TRADOC Field Element.

**2-8. Commanders of subordinate TRADOC organizations.** Commanders will--

a. Include TRADOC LOs as information addresses on--

(1) Appropriate correspondence provided other commands, activities, U.S. services, and allied military services/governments to which TRADOC LO's are accredited.

(2) All message traffic/correspondence pertaining to proposed temporary duty (TDY) in their geographical area.

b. Establish and maintain contact with other appropriate commands, activities, services, and civilian institutions within or external to TRADOC to successfully accomplish assigned missions and ensure an effective exchange of information on matters of mutual interest.

c. Coordinate with CG, TRADOC before establishing formal liaison positions with any allied military establishment or at any command or activity (U.S. or allied).

d. Designate a point of contact (POC) in the rank of colonel responsible for the management, training, and administrative support of each LO position established with a host allied command. Provide this POC's name to existing and newly assigned LOs and to the Commander, TRADOC Field Element, Fort Monroe, Virginia 23651-5000. Additionally, commanders will establish official programs for support of ALOs assigned to their organizations.

e. In coordination with TRADOC Field Element, ensure LO replacements are identified 12-18 months from their date eligible for return from overseas (DEROS) for those LO positions to allied schools and/or commands.

f. Provide letter of introduction to allied school and/or command approximately 60 days before LO's arrival.

g. Provide guidance and missions to newly assigned LOs before their arrival at their duty station and at least annually thereafter.

h. Rate or senior rate LOs per Officer Efficiency Report (OER) rating scheme (app b).

i. Ensure departing LOs provide an end of tour report to the Commander, TRADOC Field Element not later than 30 days prior to their reassignment (RCS exempt per AR 635-15, para 5-2n).

**2-9. Commander, TRADOC Field Element** (see chap3).

**2-10. TRADOC Liaison Officers** (see chap 3).

## Chapter 3 Liaison Activities

**3-1. Organization.** The TRADOC Field Element is assigned to the Command Group, HQ TRADOC, and is under the operational control of the CofS. It includes the following--

a. A commander to monitor and support the execution of all TRADOC Field Element functions, including the worldwide network of HQ TRADOC LOs at selected Army commands, other U.S. services, and allied military services or governments (see app C).

b. An executive officer to assist the commander, supervise the administrative operations and training program, and act as Commander, TRADOC Field Element, as necessary.

c. An administrative officer to coordinate the administrative and logistical support that the TRADOC Field Element provides the U.S. LOs and ALOs accredited to HQ TRADOC.

d. An administrative noncommissioned officer to support internal TRADOC Field Element operations and personnel actions for assigned military personnel.

e. A secretary to support the commander, executive officer, and administrative officer.

f. A budget clerk to assist the administrative officer in the management of the TRADOC Field Element budget, manpower documentation, and other resource management functions as required.

**3-2. TRADOC Field Element mission.** Its mission is to provide administrative and logistical support to all TRADOC LOs and to the ALOs/SSLOs assigned to HQ TRADOC.

### 3-3. Responsibilities.

a. The Commander, TRADOC Field Element, will--

(1) Act as both Commander, TRADOC Field Element, and special staff officer to the TRADOC CofS.

(2) Coordinate with the DCSCDD, DCST, DCSBOS, and other directorates/special staff; support the activities of all HQ TRADOC LOs assigned to the TRADOC Field Element and accredited to other U.S. Army commands, U.S. services, and allied military services and governments both in CONUS and overseas. Provide administrative and logistical support for TRADOC school LOs (those not on the TRADOC Field Element table of distribution and allowances (TDA)).

(3) Establish reporting requirements to ensure that LOs keeps HQ TRADOC informed of all appropriate combat, doctrinal, and training developments regarding their host commands, services, and governments (see app D).

(4) Keep all LOs informed of appropriate command policies and procedures applicable to combat, doctrinal, training, and educational developments within TRADOC.

(5) Provide administrative, logistical, and resource management support as appropriate.

(6) Visit designated HQ TRADOC LOs at host commands as directed by the CofS, TRADOC.

(7) Act as host to ALO/SSLO's accredited to HQ TRADOC per chapter 7. Conducts travel program per chapter 9.

(8) Conduct a TRADOC Liaison Officers' Conference every other year at Fort Monroe, Virginia.

(9) Conduct allied officer sponsorship program as directed by the TRADOC Chief of Staff.

b. The Executive Officer, TRADOC Field Element will--

(1) Assume command in the absence of the Commander.

(2) Assist the Commander.

(3) Supervise the TRADOC Field Element's administrative, logistical, and resource management functions.

(4) Maintain operations and physical security for the Field Element and ALOs/SSLOs.

(5) Coordinate LO reports (app D).

(6) Coordinate TRADOC Liaison Officers' Conference.

(7) Ensure maintenance of all Field Element and ALOs/SSLO office space.

(8) Publish quarterly newsletter for U.S. LOs.

(9) Keep all LOs informed of appropriate HQ TRADOC policies, procedures, and other administrative matters.

(10) Publish bimonthly executive summary of LO reports.

c. The administrative officer, TRADOC Field Element, will--

(1) Act as POC, coordinate actions, and provide assistance to all assigned LOs as required.

(2) Manage the TRADOC Field Element budget, manpower documentation, and other resource management functions.

(3) Provide administrative services support for the TRADOC Field Element and SSLOs and ALOs to HQ TRADOC.

(4) Schedule and coordinate predeployment training (PDT).

(5) Act as executive officer when required.

d. The Administrative Noncommissioned Officer, TRADOC Field Element, will--

(1) Perform routine typing and clerical functions.

(2) Maintain Field Element publications account and provide publication services to all LOs. This includes coordination with Counterintelligence and Security Directorate, DCSBOS, for release of materials to allies.

(3) Perform distribution functions to include routing, dispatching, courier, and mail service.

(4) Maintain office files per AR 25-400-2.

(5) Coordinate OER and award programs.

e. The secretary performs normal secretarial duties in support of the TRADOC Field Element Commander, executive officer, and administrative officer.

f. TRADOC LOs. TRADOC LOs at host commands or activities are the direct representatives of the CG, TRADOC; all headquarters staff elements; and every subordinate element of the command. Each LO, whether a representative of HQ TRADOC or a representative of a TRADOC subordinate organization, acts as a TRADOC emissary to facilitate the exchange of information and to fulfill the host activity's requirements for information, as well as those of HQ TRADOC. As such, each LO will--

(1) Provide informal exchange of information between TRADOC action officers and the host command project officers on matters of mutual interest. Additional guidance regarding the exchange of information is contained in AR 380-10.

(2) Ensure that Unified, Sub-unified, and Army Component Commanders are kept well informed of TRADOC issues and activities within the geographic areas of responsibility of those commanders. This will be accomplished through regularly scheduled updates/briefings, presented by the TRADOC LO, to the commander's designated representative. To the extent possible TRADOC LO will participate in routine staff calls, briefings, and program updates conducted by the host command.

(3) Furnish combat development, doctrinal, training, and educational information to appropriate personnel.

Coordinate with TRADOC representatives familiar with the operational concepts and requirements.

(4) Represent TRADOC at host command meetings, conferences, briefings, when appropriate.

(5) Assist in coordinating projects and in preparing for trips to host command by TRADOC personnel.

(6) Monitor TRADOC projects and actions being staffed by the host command.

(7) Provide rapid and accurate response to requests for information in support of the TRADOC decision making process or identify POC at the host command.

(8) Facilitate joint and combined aspects of warfare by presenting U.S. Army needs and requirements to other U.S. and allied military services and monitor combat, doctrinal, and training developments of other U.S. and allied services that may affect or benefit the U.S. Army.

(9) Forward information copies of host activity documents of interest to appropriate elements of TRADOC.

(10) Provide information on the status of military systems, state-of-the-art technology, and other items of

significant interest to appropriate elements of TRADOC.

(11) Promote subjects of TRADOC-command interest. Develop requirements for information and ensure understanding of TRADOC policy at the host command.

(12) Examine technical developments and other data received from military and civilian sources for application to combat, doctrinal, and training developments. Forward information on new developments to interested elements of TRADOC with specific recommendations, if applicable.

(13) Submit an activity report of significant liaison activities per instructions in paragraph 5-19 and appendix D.

(14) Comply with administrative procedures and guidance contained in chapter 5.

(15) Provide visit coordination and assistance as appropriate, for host nation personnel visiting the U.S. Army installations.

g. Senior LOs in France, Germany, and the United Kingdom, in addition to paragraph 3-3f, will--

(1) Coordinate all TRADOC liaison activities in their respective countries.

(2) Rate, senior rate, or review, as appropriate, all TRADOC LO and enlisted personnel per AR 623-105 and AR 623-205 and as directed by CG, TRADOC.

(3) Edit, consolidate, and forward summarized reports of subordinate LOs.

(4) Respond, within resource constraints and in coordination with the in-country U.S. Defense Attache (DATT), to requests from and provide assistance to all U.S. Army students and Personnel Exchange Program (PEP) officers in their respective countries.

(5) Maintain contact/coordination with U.S. Army Attache at embassies in their respective countries as well as with any other forward deployed Department of Defense (DOD) elements as applicable.

## Chapter 4 International Army Programs Directorate (IAPD)

**4-1. Organization.** The IAPD is under the operational control of the HQ TRADOC DCSCDD. The IAPD includes the following--

a. The director who monitors and coordinates the execution of all TRADOC international activities to include staff talks and SMEE programs.

b. Two division chiefs to supervise program managers in their respective areas (see app F).

c. Program managers for actions pertaining to specific countries/SMEE programs (see app F).

**4-2. Support.** As TRADOC's on-site representatives, the LOs are instrumental in supporting the activities of IAPD. The LOs will--

- a. Respond to IAPD with support for international activities including staff talks, SMEE programs, and senior officer visits as required.
- b. Participate in steering committee meetings/staff talks and meetings during visits to unified/component commands.
- c. Monitor completion of follow-on actions agreed to by HOD at staff talks and assist the U.S. Army in executing its follow-on actions.

## Chapter 5 Administrative Procedures

### 5-1. Personnel administration.

a. TDA TCW17GAA provides authorized positions for the TRADOC Field Element. Recommended changes to the TDA, with justification, will be forwarded to Commander, TRADOC Field Element, ATTN: ATFE, Fort Monroe, Virginia 23651-5032 (RCS exempt per AR 335-15, para 5-2g).

b. Standard Installation/Division Personnel System (SIDPERS) administrative support for the TRADOC Field Element will be provided by HHC, TRADOC and Fort Monroe, and the Directorate of Personnel and Community Activities, Fort Monroe, Virginia 23651-6100.

### 5-2. Personnel requisitions.

- a. Requisitions for colonels will be handled per AR 614-102.
- b. Commander, TRADOC Field Element, will submit other officer/enlisted requirements by correspondence memorandum to Commander, TRADOC, ATTN: ATBO-A (RCS exempt per AR 338-15, paragraph 5-2n). The memorandum will contain as a minimum--
  - (1) Reference to applicable TDA, paragraph, and line number.
  - (2) Position prerequisites.
  - (3) Month/year during which the replacement is required.

### 5-3. Assignment policy.

a. Generally, LOs will be stabilized for 3 years unless otherwise specified. Requests for extension will be forwarded through the Commander, TRADOC Field Element, to the DCSBOS, TRADOC.

b. The Commander, TRADOC Field Element will coordinate officer-volunteer requests to be an LO with HQ TRADOC, DCSBOS, and the U.S. Total Army Personnel Command (PERSCOM) and submit the request to the TRADOC CofS for approval.

**5-4. U.S. Army officer and enlisted evaluation reports** (RCS exempt per AR 335-15, paragraph 5-2b(5)).

a. DA Form 67-8 (U.S. Army Officer Evaluation Report) and DA Form 67-8-1 (Officer Evaluation Report Support Form) will be prepared and submitted under the provisions of AR 623-105 and TRADOC Suppl 1 thereto and DA Pam 623-105.

The Commander, TRADOC Field Element, will coordinate rating schemes for officers assigned as LOs.

b. DA Form 2166-7 (Noncommissioned Officer Evaluation Report) will be prepared and submitted under the provisions of AR 623-205.

### 5-5. Letters of introduction and mission statements.

a. A letter of introduction will be prepared for each new LO establishing a new LO office. For those LOs who report to HQ TRADOC, the letter will be signed by the CG or CofS. For those LOs who report to a subordinate school, the letter will be signed by the commandant. The letter will be addressed to the major commander of the unit to which the LO is assigned; e.g., German Army Office, Republic of Korea (ROK) Army TRADOC, British Army Staff College (see app B).

b. Each LO will initiate a DA Form 67-8-1 for the rating officer. The 67-8-1 will outline the LO's duties and responsibilities to include expectations of duty performance.

c. LOs may receive mission statements from their HOD for army-to-army staff talks, their rater, or the Director, IAPD, DCSCDD. When mission statements are provided to liaison officers, they will include at a minimum--

- (1) The issue to be reported on.
- (2) Objectives.
- (3) The LO mission.
- (4) Point of contact for the action.
- (5) Mission statement format is at figure 5-1.

ISSUE:	Rear Operations
OBJECTIVE:	To improve capability of French and U.S. Armies to fight alongside each other with emphasis on rear operations.
LO MISSION:	Compare French and U.S. Rear Area Operations Doctrine using STANAG 2020 as a base document. Determine if Subject Matter Expert Exchanges would be feasible and productive.
POC:	LTC _____, Joint Directorate, ATCD-J (AV 680-_____), Commercial (804) 727-____).

Figure 5-1. Sample Mission Statement

#### **5-6. Enlisted skill qualification test (SQT)/self development test (SDT).**

a. SQT/SDTs will be conducted under the provisions of AR 600-200. The Commander, Fort Monroe, is responsible for all actions necessary for the testing of enlisted personnel.

b. LOs are responsible for ensuring enlisted personnel are present at the appointed place and time for testing.

c. Inquiries concerning SQT/SDT may be directed to Commander, Fort Monroe, ATTN: ATZG-PTS, Fort Monroe, Virginia 23651.

#### **5-7. Decorations and awards.**

a. Senior TRADOC LOs as raters are responsible for preparing and forwarding DA Form 638 (Recommendation for Award) for all personnel under their supervision through Commander, TRADOC Field Element, to the appropriate action agency.

b. Commander, TRADOC Field Element, is responsible for—

(1) Preparing DA Form 638 for all other HQ TRADOC LOs and ALO/SSLOs accredited to HQ TRADOC.

(2) Forwarding appropriate DA Form 638 to Commander, TRADOC, ATTN: ATBO-B, for processing.

#### **5-8. Leave and pass.**

a. Leaves and passes will be granted per AR 630-5.

b. Requests for ordinary leave, emergency leave, and pass from subordinate personnel will be approved by the senior LOs in France, Germany, and the United Kingdom, as applicable. The senior LO will keep the proponent school commandant informed of all extended absences. TRADOC LOs will keep the Commander, TRADOC Field Element, informed of all leave requests.

**5-9. Predeployment training.** The Commander, TRADOC Field Element, is responsible for predeployment training of all Los/Enlisted Members (EMS) (see chap 6).

#### **5-10. Judicial and nonjudicial proceedings.**

a. The CG, TRADOC, has general courts-martial convening authority for all personnel assigned to the TRADOC Field Element.

b. If appropriate, the CG, TRADOC, may request another courts-martial convening authority to assume courts-martial jurisdiction for a particular case and provide all legal services incident to that case. This will not be construed as limiting the inherent prerogatives of the Commander, TRADOC Field Element (as the commander of an activity), from exercising authority under Article 15, Uniform Code of Military Justice, with regard to assigned personnel.

c. Reports of pending investigations and court-martial proceedings will be distributed per AR 600-31, with a copy of each report forwarded to the Commander, TRADOC Field Element, Fort Monroe, VA 23651-5032.

#### **5-11. Military pay.**

a. Individual financial records of CONUS-assigned personnel will be maintained by the Finance and Accounting Officer, Fort Eustis, VA Personnel assigned outside continental United States (OCONUS) have the option of having their records maintained at Fort Eustis or the finance office of the overseas command nearest the host activity or as determined by their parent command if other than HQ TRADOC.

b. Pay inquiries.

(1) CONUS based personnel and personnel whose records are maintained at Fort Monroe will forward pay inquiries to Commander, TRADOC Field Element.

(2) Inquiries from personnel whose records are maintained OCONUS will be directed to the finance office maintaining their records.

#### **5-12. TDY and travel funds.**

a. Commander, TRADOC Field Element, will fund all TDY travel—

(1) Within the country of assignment, as well as one return trip per year to the proponent school/center (school LOs only).

(2) Attendance at the biannual LO Conference at Fort Monroe.

(3) PDT except as noted in paragraph c below.

b. Any additional travel requirements will be funded by the Headquarters requesting the travel/mission.

c. The DCSCDD, HQ TRADOC, will provide TDY funds in support of—

(1) Staff talks when assigning the mission to the LOs.

(2) NATO and ABCA activities when assigning the mission to the LOs.

d. Within 5 days after completion of TDY travel, LOs will submit travel vouchers to the appropriate finance and accounting office for payment. Legible copies of the paid voucher, with supporting documentation, will be forwarded to the Commander, TRADOC Field Element, for accounting purposes. Holders will submit legible copies of TDY orders and paid vouchers on a biweekly basis.

e. If a transportation request (TR) is used, the dollar cost and TR number will be obtained from the supporting transportation office and clearly annotated on the copy of the TDY voucher provided to the Commander, TRADOC Field Element.

f. If travel orders are published and travel is not accomplished, the approving authority will be notified within 5 days, so revocation orders can be prepared.

g. An approved DA Form 31 (Request and Authority for Leave) will be required when ordinary leave is taken in conjunction with TDY.

**5-13. Budget and fund control.**

a. TRADOC LOs are funded under the Operations and Maintenance, Army (OMA) appropriations.

b. The Commander, TRADOC Field Element, will provide guidance for budgetary input to the field under separate memorandum annually.

c. The Commander, TRADOC Field Element, will consolidate budget requirements for all HQ TRADOC LOs. Subordinate LOs in Germany, France, and the United Kingdom will submit their budget requirements via the senior LO. The Field Element will submit a consolidated budget request to the HQ TRADOC DCSRM to be included in the overall budget submission that supports this command.

d. The Commander, TRADOC Field Element will establish the Approved Operating Program (AOP) and distribute AOP guidance to all supported liaison activities. Periodic reviews will be performed throughout the budget cycle.

**5-14. Morale support funds.** Morale support funds for personnel assigned to the TRADOC Field Element will be provided per TDA TCW17GAA and AR 210-53. The above documents specify that commanders of installations, at which a unit is tenant, will provide nonappropriated fund benefits and facilities comparable to those afforded organizations and units of the parent service of the installation.

**5-15. Support and services.** The LO's host installation (U.S. Army) will furnish support and services in the following areas--

- a. Logistical support to Army-peculiar items.
- b. Army funds required for financial and fiscal services and purchasing and contracting services.
- c. LOs assigned OCONUS will receive additional support from their host per support agreements.
- d. Requests for such funds or services which are beyond the capability of LO's host organization will be forwarded to the Commander, TRADOC Field Element.
- e. A separate Memorandum of Understanding (MOU) will be negotiated at each host activity.

**5-16. Inspector General activities.** Inspector General activities are governed by AR 20-1.

**5-17. Security procedures and safeguarding of defense information.**

a. The release of disclosure of all classified information (oral, visual, and documentary) outside of U.S. channels will be coordinated through the TRADOC Disclosure Office, ODCSBOS. Under no circumstances will classified information be released directly to allied or foreign personnel (see chap 8).

b. Unclassified information may be routinely released to allied personnel at the discretion of LOs. Certain very limited categories of unclassified information require special consideration prior to release to allied personnel. (see chap 8).

c. Storage and transmittal of classified documents will be accomplished per host policies, AR 380-5, AR 380-10, TRADOC Regulation 11-7, and other procedures established by CG, TRADOC.

d. The Commander, TRADOC Field Element, and each TRADOC LO will inventory classified or otherwise controlled documents annually and as otherwise required by regulation. LOs will maintain documentation of such inventories.

e. TRADOC LOs will ensure that no classified information is processed or transmitted on any automatic data processing (ADP) equipment per AR 380-19.

**5-18. Representation on boards and committees.**

Per AR 15-1, TRADOC LOs may serve on boards and committees when requested by the host activity.

**5-19. Liaison Activities Report (RCS ATFE-2(RI)).**

Although each TRADOC LO maintains close contact with TRADOC elements, the primary means of LO communication is the Liaison Activities Report. For that reason, these reports receive broad distribution throughout TRADOC and should communicate to TRADOC personnel items of continuing interest, as well as what is new, important, and available at the host command/agency. In many instances, the report becomes the initial alert to TRADOC personnel of significant actions within the host command/agency. Appendix D shows the format for a LO activity report. Reports may be submitted monthly at the discretion of the LO.

a. The report should focus on TRADOC's needs as viewed through major TRADOC publications, the LO orientation, and direct communications with staff sections. The keys to these reports are clarity, conciseness, and brevity.

b. Liaison activities reports will be submitted by each LO bimonthly for the periods shown in figure 5-2.

c. LOs will submit liaison activities reports--

- (1) In correspondence memorandum format (see app D).
- (2) To the Commander, TRADOC Field Element to arrive NLT the 10th day following the reporting period.
- (3) Per the distribution in appendix E.

<u>Period</u>	<u>To HQ TRADOC NLT</u>
January-February	10 March
March-April	10 May
May-June	10 July
July-August	10 September
September-October	10 November
November-December	10 January

**Figure 5-2. Liaison Activities Reports**



d. Senior Liaison Officers in France, Germany, and the United Kingdom will consolidate reports for their net and provide a summary to the Commander, TRADOC Field Element per figure 5-2.

e. Commander, TRADOC Field Element, will extract appropriate information from LO reports and provide a summary to CG, TRADOC, and selected principal staff general officers, on a bimonthly basis.

f. When appropriate, LOs may submit spot reports in the same format as bimonthly reports, on significant events of importance (which may be time-sensitive) to senior TRADOC commanders and staff.

g. Where appropriate, LO reports will be furnished to counterpart ALOs assigned to HQ TRADOC. Where there are LO “nets” United Kingdom, France, Germany, only the report of the senior LO will be provided.

#### **5-20. Records administration, office management, and correspondence.**

a. Commander, TRADOC Field Element, and OCONUS LOs will establish a pinpoint publication account with the U.S. Army Publications Distribution Center per AR 25-30 and DA Pam 310-10.

b. Records generated in the TRADOC Field Element will be retained in compliance with AR 25-400-2.

c. Correspondence procedures will be IAW AR 25-50. Office symbols will be placed on all correspondence as indicated in AR 25-50. Problems which cannot be resolved by the above-referenced documents or by the host activity will be referred to the Commander, TRADOC Field Element.

#### **5-21. Memorandums of Understanding (MOUs).**

a. MOUs will be initiated per AR 25-50.

b. All MOU will be coordinated through the Commander, TRADOC Field Element.

c. When establishing an MOU, special care will be taken to ensure complete reciprocity, to the extent possible, of support functions between the two agencies.

d. At a minimum, new MOUs will address LOs’ access to computers with entry to unclassified Defense Data Network nets and service (E-Mail) on a reciprocal basis.

### **Chapter 6 Predeployment Training (PDT)**

**6-1. Training.** The purpose of predeployment training is to ensure that all TRADOC LOs have a clear understanding of—

- a. TRADOC missions and functions.
- b. TRADOC’s role in combat development, doctrine, and training.
- c. TRADOC’s role in joint and combined operations.
- d. Briefings on the future of the U.S. Army and TRADOC.

e. LO duties and responsibilities.

f. TRADOC responsibilities for international army activities.

**6-2. Supervision.** The Commander, TRADOC Field Element, will supervise and coordinate the PDT Program for LO’s. The Commander will tailor PDT to assignment conditions of each particular LO position based on input from the incumbent LOs and IAPD and the individual needs for the incoming LO.

**6-3. Training composition.** As a minimum, PDT will include—

a. Input from the incumbent LO on special areas of emphasis, current projects, or areas of interest of host armies/commands.

b. Defense Language Institute Foreign Language Center (DLIFLC) for language training when required.

c. Fort Monroe/HQ TRADOC to include detailed briefings from the TRADOC Field Element and the International Army Programs Directorate, DCSCDD.

d. Fort Leavenworth.

(1) Combined Arms Command (CAC)

(2) Combat Developments Course if determined to be appropriate

e. Fort Lee/Combined Arms Support Command (CASCOM).

f. TRADOC branch schools for LOs.

g. Army Materiel Command (AMC) for senior LO’s of nets and other LO’s, not in a net, when required.

h. Counter-terrorist classes/course as appropriate.

**6-4. Schedule.** Commander, TRADOC Field Element, will maintain an annual PDT planning schedule and individual training schedules for each newly assigned TRADOC LO.

### **Chapter 7 ALO/SSLO Accreditation and Support at HQ TRADOC**

**7-1. Accreditation.** This chapter is to ensure understanding of Commander, TRADOC Field Element’s special staff responsibilities in regard to those LOs from other Army commands, U.S. services, and allied military services or governments accredited to TRADOC (see app G).

**7-2. Representation.** Liaison officers from other Army commands, U.S. services, and allied military services or governments accredited to TRADOC are the personal representatives of their parent activity commander to TRADOC. As delineated by their Letters of Accreditation, these personnel represent their parent command/activity and act as emissaries to facilitate the exchange of information of mutual interest and to effectively promote coordination between their parent command/activity and TRADOC. AR 380-10 and

chapter 8 provide guidance regarding disclosure information, visits, and accreditations for ALOs.

**7-3. Guidance.** The Deputy Chief of Staff for Base Operations (DCSBOS) (ATBO-JC) provides guidance regarding U.S. Army/TRADOC security procedures. Liaison officers from other U.S. services will abide by AR 380-5, AR 380-10, TRADOC Regulation 11-17 and this regulation.

The Commander, TRADOC Field Element, has special responsibilities for administratively and logistically supporting designated LOs from other Army commands, U.S. services, and allied military services or governments accredited to HQ TRADOC. Support will include the following—

a. Within resource constraints, provide administrative support when such support is not provided by other TRADOC assets or by their parent command/activity. Support will include the following—

- (1) Secretarial and clerical services.
- (2) Message and distribution center services.
- (3) Routine physical security assistance.
- (4) Administrative supplies and equipment.
- (5) Other support as specified by the TRADOC Chief of Staff.

(6) Office telephone with Class A and automatic voice network (AUTOVON) access.

b. Provide individual office assignments within the general space allotted by the Commander, Fort Monroe. Office furniture, equipment, and supplies will be provided, as required.

c. Assist newly-arrived personnel with—

- (1) Leasing an apartment/house.
- (2) Buying an automobile.
- (3) Registering children in school.
- (4) Obtaining a drivers license.
- (5) Obtaining identification cards.
- (6) Establishing medical care.

d. Coordinate activities and provide advice/counsel, as appropriate.

e. Conduct and coordinate an allied and sister-service liaison officer orientation program.

#### **7-5. ALO/SSLO orientation.**

a. The Commander, TRADOC Field Element, will conduct an active orientation program to ensure ALOs see all aspects of the U.S. Army. Trips will be organized and coordinated on an annual basis to—

- (1) Forces Command (FORSCOM) units/installations.
- (2) Officer Producing Sources (officer Candidate School (OCS).
- (3) United States Army Reserve Officers' Training Corps (ROTC).

(4) Logistics Exercise (LOGEX).

b. Local orientation visits will be scheduled to—

(1) United States Army Training Support Center (USATSC).

(2) Commander in Chief, Atlantic (CINCLANT).

(3) Center for Low Intensity Conflict (CLIC)/Air Land Forces Application Agency (ALFA).

(4) Tactical Air Command (TAC).

(5) Marine Corps Combat Development Command (MCCDC).

c. This program should be reflected on a Master Activities Scheduled (MAS) and published monthly.

#### **7-6. Liaison officers assigned to HQ TRADOC.**

a. No guidance contained herein is intended, nor shall it be construed, to restrict the access or activities of liaison personnel from other Army commands/activities, sister-services, or allied military establishments assigned to HQ TRADOC from accomplishing their mission within the terms of their accreditation. However, visits to Army commands other than TRADOC must be coordinated through HQ TRADOC Field Element or equivalent office. Visits to other than U.S. Army commands must be requested through the Embassy of the ALO and the local Disclosure Office per AR 380-10.

b. TRADOC Disclosure Of&e, DCSBOS, will advise the allied representative in matters of security and travel. The Disclosure Office will also coordinate requests for classified or unclassified-caveated information and assist allied representatives in their endeavors to acquire such data.

## **Chapter 8**

### **ALO/SSLO**

#### **Access to Information**

**8-1. Information.** TRADOC' s goal is maximum rationalization, standardization, and interoperability with our allies and sister-services. To achieve this, information must be exchanged to the greatest extent possible, consistent with good security and proprietary considerations. Common sense and good judgment should prevail.

**8-2. Intent.** The intent of this chapter is to clarify the status of ALO/SSLO in HQ TRADOC, their use, and access to U.S. personnel and information.

a. ALO accredited to this command may request documents or publications in either of the following ways—

(1) Directly from an action officer or staff element.

(2) Through the Commander, TRADOC Field Element, when coordinated with the Disclosure Office, DCSBOS.

b. Action officers may, at their discretion, provide unclassified information directly to an ALO.

c. All ALO/SSLO are authorized a reference set of DA and command publications necessary to the successful performance of liaison duties and consistent with the ALO terms of accreditation. Requests for multiple copies of publications such as books, field manuals, and self-paced instruction manuals come under the auspices of the Foreign Military Sales Program and should be handled through security assistance channels.

d. ALO may contact, visit, and conduct any unclassified discussions or business with any member of HQ TRADOC.

e. TRADOC ALOs are free to travel anywhere within TRADOC, with the concurrence of the commander to which assigned and the commander to be visited. Neither a visit request nor DA approval is required. All other visits must be coordinated through the TRADOC Field Element and local disclosure officials.

f. ALOs may attend unclassified, or unclassified portions of, TRADOC sponsored briefings, meetings, conferences, or symposia at the invitation or with the concurrence of the proponent.

g. Unclassified draft publications, such as field manuals, circulars, and pamphlets can be staffed with the ALO/SSLO whenever appropriate and practicable. ALO/SSLO input to our publications can be very beneficial.

h. ALOs may use unclassified sections of TRADOC Technical Libraries and check out unclassified publications.

**8-3. Release of Classified Information.** The release or disclosure of all classified information (oral, visual, and documentary) to ALOs will--

a. Be coordinated with the local disclosure office exercising delegated disclosure authority or the Counter-Intelligence and Disclosure Division, DCSBOS, HQ TRADOC.

b. Not be released by any other means.

**8-4. Release of Unclassified Information.** All unclassified information (oral, visual, and documentary) may be routinely provided to ALOs. This is a key element in their productive utilization. Field manuals, pamphlets, slides, vugraphs, and activity reports may be given directly to an ALO. However, certain very limited categories of unclassified information require special consideration prior to release and should be coordinated with the local disclosure office.

**8-5. International Programs.** TRADOC is involved in a variety of international programs such as--

a. Bilateral staff talks.

b. Training seminars.

c. SMEE' s.

d. International Programs which are of considerable impact and interest at the national level.

**8-6. ALO/SSLO Reports.** As required, or when appropriate, ALO/SSLO will provide staffs with reports of significant developments, events, or activities from within their respective offices and armies which might be

of significance or interest to TRADOC or to the U.S. Army.

## Chapter 9

### Allied/Sister-Service Liaison Officer Travel Program

**9-1. Travel.** The purpose of this chapter is to ensure all LOs accredited to HQ TRADOC see as much of the U.S. Army as possible with special emphasis on certain critical TRADOC activities. Such activities are--

a. National Training Center (NTC).

b. Joint Readiness Training Center (JRTC).

c. Battle Command Training Program (BCTP).

d. Pre-Commission (Reserve Officers' Training Corps and West Point-ROTC-USMA).

e. All levels of officer/non-commissioned officer (NCO) education.

f. Basic training/advanced individual training (BT/ AIT).

g. United States Army Recruiting Command.

h. United States Army Training Support Center (ATSC).

i. AirLand Forces Application Agency/Center for Low Intensity Conflict (ALFA/CLIC).

**9-2. Orientation Program.** The TRADOC Field Element conducts an orientation program for all ALO/ SSLOs composed of two major trips per year and multiple minor trips per year. These trips are organized as follows--

a. Major.

(1) East Coast Orientation, usually in Autumn of the year--composed of stops at military installations/ contractors east of the Mississippi River.

(2) West Coast Orientation, usually in Spring of the year--composed of stops at military installations/ contractors west of the Mississippi River.

b. Minor.

(1) These trips are generally 1 to 3 days in duration and include--

(a) USATSC.

(b) MCCDC.

(c) ROTC detachments and ROTC summer camps.

(d) Weapons familiarization.

(e) Military installations within 1 day travel.

(2) Trips to-- (a) Fort Campbell.

(b) Fort Benning.

(c) JRTC.

c. The TRADOC Field Element program is complemented by travel with the Command Group and

each DCS when possible. These targets of opportunity should be continually sought.

**9-3. DCS Travel.** To provide a more definitive nature to DCS sponsored travel, each DCS will plan, coordinate, and execute one trip per year for all ALO/SSLOs. Personal and special staff sections are also encouraged to participate where appropriate. Guidance for the annual DCS trips will be--

- a. Trip in local area: 1- or -day travel.
- b. Trip should use military air or vehicle or rental car.
- c. Trip should marry DCS area of specialization with areas of ALO/SSLOs interest.
- d. Trips must be coordinated with the Commander, TRADOC Field Element.

**9-4. Travel Outside the U.S. Army.** Travel to "other than U.S. Army/DA" must be requested by each Embassy to HQDA, ATTN: DAMI-CIT, WASH DC 20310-1001.

**9-5. Requests.** When visiting Army installations outside of TRADOC, requests will be coordinated with the MACOM visited through HQ TRADOC Field Element.

## Appendix A

### References

### Required Publications

AR 10-87  
Major Army Commands in the Continental United States

AR 11-31  
Army International Activities Policy

AR 15-1  
Committee Management

AR 20-1  
Inspector General Activities and Procedures

AR 25-30  
The Army Integrated Publishing and Printing Program

AR 25-50  
Preparing and Managing Correspondence

AR 25-400-2  
The Modern Army Recordkeeping System (MARKS)

AR 34-1  
International Military Rationalization, Standardization, and Interoperability

AR 210-53  
Participation by Army, Navy, Marine Corps, and Air Force Organizations in Nonappropriated Funds

AR 215-1  
Administration of Morale, Welfare, and Recreation Activities and Nonappropriated Funds Instrumentalities

AR 335-15  
Management Information Control Program

AR 340-9 and TRADOC Suppl 1 thereto  
Office Symbols

AR 380-5  
Department of the Army Information Security Program

AR 380-10  
Department of the Army Policy for Disclosure of Information, Visits, and Accreditation of Foreign Nationals

AR 380-19  
Information Systems Security

AR 600-8-2  
Suspension of Favorable Personnel Actions (FLAGS)

AR 600-50  
Standards of Conduct for Department of the Army Personnel

AR 600-200  
Enlisted Personnel Management System

AR 614-102  
Current and Projected Colonel Requirements

AR 623-105 and TRADOC Suppl 1 thereto  
Officer Evaluation Reporting System

AR 623-205  
Enlisted Evaluation

AR 630-5  
Leave and Passes

DA Pam 310-10  
The Standard Army Publications System (StanPubs): User's Guide

DA Pam 623-105  
The Officer Evaluation Reporting System "In Brief Reporting System

TRADOC Reg 10-5  
Headquarters, United States Army Training and Doctrine Command

TRADOC Reg 25-31  
TRADOC Armywide Doctrinal and Training Literature Program

TRADOC Reg 25-32  
TRADOC Doctrinal Literature Master Plan  
Uniform Code of Military Justice

## Appendix B Liaison Officer Rating Scheme

**B-1. General.** The purpose of this appendix is to standardize the rating scheme for the LO program worldwide.

**B-2. The rating scheme is as follows—**

<u>Duty Position</u>	<u>Rater</u>	<u>Senior Rater</u>
<u>CONUS</u>		
LO to Marine Corps	DCSCDD	CG,TRADOC
LO to Air Force Air Weather Service	Intelligence Directorate, DCSCDD	ADCSCD
LO to U.S. Army Missile Command	ADCSD	DCSCDD
<u>OCONUS</u>		
Senior LO to Germany	DCSCDD	CG, TRADOC
Combat Developments/Training		
LO to Germany	Sr LO, Germany	DCSCDD
Logistics LO to Germany	Sr LO, Germany	CG, CASCOD
LO to U.S. Army Europe	Sr LO, Germany	CofS, TRADOC
LO, German AFCGSC	Sr LO, Germany	Deputy Comdt, Command and General Staff College
LO, German Armor School	Sr LO, Germany	Comdt, Armor School
LO, German Artillery School	Sr LO, Germany	Comdt, Artillery School
LO, German Aviation School	Sr LO, Germany	Comdt, Aviation School
LO, German Engineer School	Sr LO, Germany	Comdt, Engineer School
LO, German Infantry School	Sr LO, Germany	Comdt, Infantry School
LO, German Nuclear, Biological, and Chemical School	Sr LO, Germany	Comdt, Chemical School
LO, German Ordnance/ Maintenance School	Sr LO, Germany	Comdt, Ordnance School
LO, German Supply/ Transportation School	Sr LO, Germany	Comdt, Quartermaster School
LO, German International Long Range Reconnaissance Patrol School	Sr LO, Germany	Comdt, Infantry School
LO, German Tactics Center	Sr LO, Germany	Deputy Comdt, Command and General Staff College
LO, German Signal School	Sr LO, Germany	Comdt, Signal School
Sr LO to France	DCSCDD	CG, TRADOC
LO, French Command and General Staff College	Sr LO, France	Deputy Comdt, Command and General Staff College

<b><u>Duty Position</u></b>	<b><u>Rater</u></b>	<b><u>Senior Rater</u></b>
LO French Armor School	Sr LO, France	Comdt, Armor School
LO, French Artillery School	Sr LO, France	Comdt, Artillery School
LO, French Engineer School	Sr LO, France	Comdt, Engineer School
LO, French Infantry School	Sr LO, France	Comdt, Infantry School
LO, French Signal School	Sr LO, France	Comdt, Signal School
LO, French Aviation School	Sr LO, France	Comdt, Aviation School
Sr LO to United Kingdom	DCSCDD	CG, TRADOC
LO, United Kingdom Tactical Doctrine and Arms Directorate	Sr LO, United Kingdom	ADCSCD
LO, United Kingdom Command and General Staff	Sr LO, United Kingdom	Deputy Comdt, Command and General Staff College
LO, Soviet Studies Research Institute	Sr LO, United Kingdom	Director, Soviet Army Studies Office
LO to Brazil	ADCSCD	CofS, TRADOC
LO to Canada	ADCSCD	CofS, TRADOC
LO to Israel	DCSCDD	CofS, TRADOC
LO to Canada	ADCSCD	CofS, TRADOC
LO to Israel	DCSCDD	CofS, TRADOC
LO to Italy	ADCSD	CofS, TRADOC
LO to U.S. Army Southern Command - Panama	ADCSCD	CofS, TRADOC
LO to Spain	ADCSD	CofS, TRADOC
LO to Turkey	DCST	CofS, TRADOC
LO to United Nations Command/ Combined Forces Command/ U.S. Forces Korea/Eighth U.S. Army	ADCSCD	CofS, TRADOC
LO to Republic of Korea Army	ADCSCD	CofS, TRADOC
LO to U.S. Army Japan	ADCSCD	CofS, TRADOC
LO to Japanese Ground Self Defense Force Staff College	Deputy Comdt	Comdt, Command and General Staff College
LO to U.S. Army Pacific Command - Hawaii	ADCSCD	CofS, TRADOC

## Appendix C TRADOC Liaison Officer Net

### COMMAND/HEADQUARTERS/ LOCATION/PHONE NUMBER

### MAIL ADDRESS

### MESSAGE ADDRESS/ E-MAIL ADDRESS

#### CONUS

HQ TRADOC  
AV 680-3370/2968  
CML(804)727-3370/2968  
FAXCML(804)722-2968

Commander, TRADOC  
ATTN: ATFE  
Ft Monroe, VA 23651-5032

CDR TRADOC FT MONROE  
VA//ATFE//  
(Class/Unclas)  
leav-emh.army.mil(atfe%mon1)

U.S. Air Force Air Weather  
Service (USAF AWS)  
AV 576-4783/4781  
FAX AV 576-2417

USAF AWS  
ATTN: TRADOC LO  
Scott AFB, IL  
62225-5008

AWS SCOTT AFB IL//  
TRADOC LO//  
(Class/Unclas)  
leav-emh.army.mil(kossr%mon1)

U.S. Marine Corps Combat  
Developments Command (MCCDC)  
AV 278-2577/3387  
FAX AV 278-2532

Army Liaison Officer  
U.S. Marine Corps  
Combat Developments  
Command  
H&S Battalion  
(Warfighting Center)  
Quantico, VA 22134-5001

CG MCCDC QUANTICO VA  
//WF//  
(Class/Unclas)  
leav-emh.army.mil(quinnr%mon1)

U.S. Army Missile Command  
Redstone Arsenal, AL  
AV 746-2001  
FAX CML 205-842-2616

Commander  
US Army Missile Cmd  
ATTN: AMSMI-TR-LO  
Redstone Arsenal, AL  
35898-7410

CDR USAMICOM REDSTONE  
ARSENAL AL//AMSMI-TR-LO//  
(Class/Unclas)  
redstone-emh2.army.mil(tradoc)

#### CANADA

Canadian National Defense HQ  
(DLCD)  
AV 849-7188  
CML (613) 945-7188

National Defence HQ  
ATTN: DLCD/TRADOC LO  
MGen George R. Pearkes  
Bldg  
Ottawa, Ontario  
KIA-OK2

NDHQ OTTAWA CAN  
//DLCD//  
(Class/Unclas)  
leavemh.army.mil(brownl3%mon1)

#### FRANCE

French Army Headquarters  
Paris, France  
33-1-4555-3597  
FAX 011-331-4266-9783

TRADOC LO  
APO New York 09777

TRADOC LO PARIS FR  
(Class/Unclas)  
chievres-emh1.army.mil(atfe-lo)

French Army Staff College  
33-1-4753-9931

TRADOC CGSC LO  
APO New York 09777

TRADOC LO PARIS FR  
(Class/Unclas)  
chievres-emh1.army.mil(atfe-lo1)

French Armor School  
Saumur, France  
33-41-510543 Ext 350

TRADOC LO  
ATTN: French Armor LO  
APO New York 09777

ECOLE D' APPLICATION  
DE L' ARME BLINDEE-CAVALERIE  
ABC SAUMUR  
FR//US ARMY TRADOC LO//  
(Class/Unclas)  
chievres-emh1.army.mil(atfe-ar)

**COMMAND/HEADQUARTERS/  
LOCATION/PHONE NUMBER**

**MAIL ADDRESS**

**MESSAGE ADDRESS/  
E-MAIL ADDRESS**

French Artillery School  
Draguignan, France  
33-94-685457 Ext 2207

TRADOC LO  
ATTN: French Arty LO  
APO New York 09777

ECOLE D' APPLICATION DE  
L' ARTILLERIE  
DRAGUIGNAN FR//US ARMY  
TRADOC LO//  
(Class/Unclas)  
chievres-emh1.army.mil(atfe-at)

French Engineer School  
Angers CEDEX, France  
33-41-888336 Ext 405

TRADOC LO  
ATTN: French Engr LO  
APO New York 09777

ECOLE D' APPLICATION  
DU GENIE ANGERS  
CEDEX FR//US ARMY  
TRADOC LO//  
(Class/Unclas)  
chievres-emh1.army.mil(atfe-en)

French Infantry School  
Montpellier CEDEX, France  
33-67-425233 Ext 619  
FAX 33-67-425233 Ext 692

CDE/HQ/LOC  
ATTN: TRADOC LO  
French Infantry Sch  
APO New York 09777

ECOLE D' APPLICATION  
DE L' INFANTERIE  
MONTPELLIER FR/  
US ARMY TRADOC LO//  
(Class/Unclas)  
chievres-emh1.army.mil(atfe-in)

French Aviation School  
LeLuc, France  
33-96-607484 Ext 514

TRADOC LO  
ATTN: French Avn LO  
APO New York 09777

RFFHDV/ECOLALAT  
LE CANNET DE MAURES  
FR//OLI US//  
(Class/Unclas)  
chievres-emh1.army.mil(atfe-av)

French Signal School  
Montargis CEDEX  
33-38-850796 Ext 530

TRADOC LO  
ATTN: French Signal LO  
APO New York 09777

RFFZEV/ECOLTRANS  
MONTARGIS FR//US ARMY  
TRADOC LO// (Class/Unclas)  
chievres-emh1.army.mil(atfe-si)

**GERMANY**

German Army Office  
(Heeresamt)  
Cologne, Germany  
49-221-37001 ext 3494 (Answering service)  
FAX 49-221-341701

TRADOC Liaison Office  
Box 115  
APO New York 09080

SENIOR TRADOC LO  
BONN GE  
(Class/Unclas)  
wiesbadn-emh1.army.mil(atfe-gsr)

German Armor School  
Munster, Germany  
49-5192-6607

U.S. Army Armor Sch LO  
Kampftruppenschule 2  
c/o 25th Arty Det  
APO New York 09069

KAMPFTRUPPENSCHULE 2  
MUNSTER GE//  
US ARMY TRADOC LO//  
(Class/Unclas)  
bremerhave-emh1.army.mil  
(atfe-gar)

German Artillery School  
Idar Oberstein, Germany  
49-6781-402858  
AV 492-6858  
FAX 49-6783-6-7415

USAFAS Liaison Office  
Box 521  
APO New York 09322

ARTILLERIESCHULE  
IDAR OBERSTEIN GE//  
US ARMY TRADOC LO//  
(Class/Unclas)  
baumholder-emh1.army.  
mil (atfe-gat)



COMMAND/HEADQUARTERS/ LOCATION/PHONE NUMBER	MAIL ADDRESS	MESSAGE ADDRESS/ E-MAIL ADDRESS
German Aviation School Bueckeburg, Germany 49-5722-26278	USAAVNC LO ATTN: TRADOC LO APO New York 09669	HEERESFLIEGERWAFFEN- SCHULE BUECKEBURG GE //US ARMY TRADOC LO// (Class/Unclas) bremerhave-emh1.army.mil (atfe-gav)
German Engineer School Munich, Germany 49-89-95714 Ext 206	U.S. Army Engineer Sch LO c/o USMCA - Munich APO New York 09407	PIONIERSCHULE FSH BAUTECHNIK MUENCHEN GE//US ARMY TRADOC LO// (Class/Unclas) munich-emh1.army.mil(atfe-gen)
Germany Infantry School Hammelburg, Germany 49-9732-1377	U.S. Army Infantry Sch LO General Delivery Service APO New York 09330	KAMPFTRUPPENSCHULE 1 HAMMELBURG GE//US ARMY TRADOC LO// (Class/Unclas) schweinfurt-emh1.army. mil(atfe-gin)
German NBC School Sonthofen, Germany 49-8321-9203	U.S. Army Chemical Sch LO c/o 7261 MUNSS APO New York 09035	NBC UND SELBSTSCHUTZSCHULE SONTHOFEN GE//US ARMY TRADOC LO// (Class/Unclas) neuulm-emh1army.mil(atfe-gnb)
German Ordnance/Maintenance School Aachen, Germany 49-241-528014	U.S. Army Ordnance Sch LO Box 192 APO New York 09011	SCHULE TECHNISCHE TRUPPE 1 FSHT AACHEN GE//US ARMY TRADOC LO// (Class/Unclas) wiesbadn-emh1.army.mil(atfegom)
German Army Supply/Transportation School, Bremen, Germany 49-421-624481	U.S. Army QM Sch LO German Army Supply Sch c/o 498th Spt Bn APO New York 09355	SCHULE TECHNISCHE TRUPPE 2 FSHWI BREMEN GE//US ARMY TRADOC LO// (Class/Unclas) bremerhave-emh1.army.mil(atfe-gtq)
German Signal School Feldafing, Germany 49-8157-8497	U.S. Army Signal Center LO USMCA - Munich APO New York 09407	FERNMELDESCHULE FSH ELO T FELDAFING GE// US ARMY TRADOC LO// (Class/Unclas) munich-emh1.army.mil(atfe-gs)
International LRRP School Weingarten, Germany 49-751-51817	U.S. Army Liaison Officer International LRRP Sch APO New York 09035	INTERNATIONALE FERNSPAHSCHULE WEINGARTEN GE//US ARMY TRADOC LO// (Class/Unclas) neuulm-emh1.army.mil(atfe-qlr)

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U.S. Army, Europe and Seventh  
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c/o ODCSOPS, HQ USAREUR  
APO New York 09403-0123

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AEAGC-TRADOC//  
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heidelberg-emh2.army.mil(aeagc-  
tradoc)

ISRAEL

Israeli Defense Forces  
Tel Aviv, Israel  
CML 972-57-38384  
FAX 972-3-663449

TRADOC LO to IDF  
U.S. Embassy - Israel  
APO New York 09672-0009

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ITALY

Italian Army HQ  
Office of DCSOPS  
Rome, Italy  
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FAX 0039-6-4674-2611

TRADOC Liaison officer  
c/o U.S. Embassy Rome  
APO NY 09794-0007

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JAPAN

USARJ/IX Corps  
AV 233-3283/4579

HQ USARJ/IX Corps  
DCSHNA/G5  
ATTN: TRADOC LO  
APO San Francisco  
96343-0054

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Japan Ground Self-Defense  
Staff College  
1 Ichigaya Honmura-cho  
Shinjuku, Tokyo 162, Japan  
AV 229-3387

TRADOC LO to JGSDFSC  
c/o unit 2  
APO San Francisco  
96343-0054

CDR USARJ CP ZAMA JA  
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(Unclas)  
zama-emh1.army.mil(cgsc)

KOREA

United Nations Command/  
Combined Forces Command/  
U.S. Forces Korea  
Seoul, Korea  
AV 315-723-4881/4882/3019  
FAX AV 315-723-5986

EUSA  
ATTN: J3 TRADOC LO  
APO San Francisco  
96204-5000

CINCUNC/USFK/EA  
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TRADOC LO//  
(Class/Unclas)  
seoul-emh1.army.mil(atfe-lo-ak)

ROK Army TRADOC  
Taejon, Korea  
AV 315-769-3457

TRADOC LO to ROKA TRADOC  
ATTN: TRADOC LO  
APO San Francisco  
96231-0010

TRADOC LO TO ROKA TRADOC  
TAEJON KOR  
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taegu-emh1.army.mil(atfe-akt)

PANAMA

Southern Command (SOUTHCOM)  
Fort Clayton, Panama  
AV 287-6211

OIC, Concepts and  
Doctrine Developments  
Office  
ATTN: TRADOC LO  
APO Miami 34004

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TRADOC LO  
Ankara, Turkey  
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HQ JUSMMAT  
Box 1517  
APO NY 09254-5365

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jusmmat-emh.af.mil(franklin)

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Headquarters, Doctrine and Training  
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Northumberland House, Rooms 413/414  
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Surrey GU15 4PQ England  
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CENTRE RMAS CAMBERLEY UK//  
US ARMY TRADOC LO//  
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U.S. Army Pacific Command (USARPAC)  
9-1-808438-7700  
FAX (808) 438-7750

Commander  
USARPAC  
ATTN: TRADOC LO  
(APLN)  
Ft Shafter, HI 96858-5100

CDR USARPAC FT SHAFTER HI//  
TRADOC LO (APLN)  
(Class/Unclas)  
shafter-emh2.army-  
mil(fsmhst!tradoc)

**Appendix D**  
**Liaison Officer Activities Report (RCS**  
**ATFE-Z(RI))**

(OFFICE SYMBOL) (DATE)

MEMORANDUM FOR

SUBJECT: Liaison Officer Activities Report (RCS  
ATFE-Z(RI))

1. Reference TRADOC Regulation 1-17, TRADOC Liaison Activities.
2. Reporting period. ( - ) (Year)
3. Significant activities.
  - a. Report items known to be of interest to CG, TRADOC, or school commandants, and other items of value or of interest to key staff officers at all echelons of TRADOC occurring within the host command/activity.
  - b. Include items keyed to specific TRADOC-user areas. As a minimum, list the activity by title or functional area and provide a one-line synopsis that will serve to stimulate a more direct user/LO dialogue. The use of recommendations and comments after a synopsis is encouraged.
  - c. Subparagraphs of reports containing classified information must be clearly identified. Special care must be taken with items classified by host agency so that recipients are fully cognizant of applicable handling requirements; e.g., NOFORN, close hold, U.S. EYES ONLY, etc.
4. Future requirements. List those significant future actions/requirements within the host command/agency or in which LO will be involved—2 month forecast.
5. Administration.
  - a. Discuss administrative, clerical, or logistical matters concerning the routine administration of the liaison officer's duties or requirements when applicable..
  - b. Final subparagraph should state the following: "The items summarized herein are not necessarily the official position or view of the (host activity) and should not be utilized in formal TRADOC documents as reference or authoritative position of the (host activity)." Additional information may be obtained by contacting this office at AUTOVON (number).

Encl or Encls (SIGNATURE BLOCK)

DISTRIBUTION:

(see app H)

**Appendix E**  
**Distribution of Liaison Officer**  
**Significant Activities Reports (RCS:**  
**ATFE-2(RI))**

HQ TRADOC	Fort Monroe, Virginia 23651-5000
DCSCDD	ATCD-Deputy Chief of Staff (DCS) for Concepts, Doctrine and Developments ATCD-ZD-Deputy Assistant DCS for Developments ATCD-ZC-Deputy Assistant DCS for Concepts and Doctrine ATCD-Y -International Army Programs Directorate ATCD-J-Joint Doctrine Directorate ATCD-W-Combined Doctrine Directorate
DCST	ATTG-DCS for Training
TRADOC Field Element	ATFE-TRADOC Field Element
DCSBOS	ATBO-DCS for Base Operations Support
DCSA	ATAN-DCS for Analysis
Scientific Advisor	ATCG-S- Scientific Advisor to CG, TRADOC
Historian	ATMH-Command Historian
<hr/>	
Liaison Officers (As listed in app B)	
<u>COMMANDERS</u>	
Cdr, U.S. Army Combined Arms Command and Fort Leavenworth (USACAC) . . . . . Fort Leavenworth, KS 66027-5000	
Cdr, U.S. Army Combined Arms Support Command and Fort Lee (USACASCOM) . . .Fort Lee, VA 23801-6000	
<u>TRADOC BRANCH SCHOOLS</u> - Commandant:	
U.S. Army Adjutant General School . . . . . Fort Benjamin Harrison, IN 46216-5005	
U.S. Army Air Defense Artillery School. . . . . Fort Bliss, TX 79916-7000	
U.S. Army Armor School . . .Fort Knox, KY 40121-5200	
U.S. Army Aviation School .Fort Rucker, AL 36362-5000	
U.S. Army Aviation Logistics School . . . . . Fort Eustis, VA 23604-5414	
U.S. Army Chaplain Center & School . . . . . Fort Monmouth, NJ 07703-5511	

U.S. Army  
Chemical School . . . . . Fort McClellan, AL 36205-5020

U.S. Army  
Engineer School . . . . . Fort Leonard Wood, MO  
65473-5000

U.S. Army Field . . . . . Fort Sill, OK 73503-5600  
Artillery School.

U.S. Army Infantry School. Fort Benning, GA 31905-5007

U.S. Army Intelligence  
Center and Ft Huachuca. . . Fort Huachuca, AZ 85613-7000

U.S. Army Intelligence  
School, Ft Devens . . . . . Fort Devens, MA 01433-6301

U.S. Army Military  
Police School. . . . . Fort McClellan, AL 36205-5030

U.S. Army Ordnance  
Missile & Munitions  
Center and School . . . . . Redstone Arsenal, AL 35897-6000

U.S. Army Ordnance  
Center and School . . . . . Aberdeen Proving Ground,  
MD 21005-5201

U.S. Army Quartermaster  
Center and School . . . . . Fort Lee, VA 23801-5030

U.S. Army Signal School . . . Fort Gordon, GA 30905-5000

U.S. Army  
Transportation School . . . . . Fort Eustis, VA 23604-5361

#### TEXCOM DIRECTORATES- Director:

Airborne and Special Operations  
Test Directorate. . . . . Fort Bragg, NC 28307-5000

Air Defense Artillery  
Test Directorate . . . . . Fort Bliss, TX 79916-5400

Armor Test Directorate. . . . . Fort Hood, TX 76544-5065

Aviation Test Directorate . . . . Fort Hood, TX 76544-5065

Command, Control, and Communications  
Test Directorate . . . . . Fort Hood, TX 76544-5065

Engineer/Combat Support  
Test Directorate . . . . . Fort Hood, TX 76544-5065

Fire Support Test  
Directorate . . . . . Fort Sill, OK 73503-6100

Infantry Test Directorate . . . . Fort Hood, TX 76544-5065

Intelligence Electronic Warfare Test  
Directorate . . . . . Fort Huachuca, AZ 85613-7000

Operational Support  
Directorate . . . . . Fort Hood, TX 76544-5065

Test and Experimentation  
Command . . . . . Fort Hood, TX 76544-5065

#### OTHER

U.S. Army TRADOC Analysis  
Command . . . . . Fort Leavenworth, KS 66027-5200

U.S. Army TRADOC Analysis  
Command-WSMR . . . . . White Sands Missile Range,  
NM 88002-5502

U.S. Army TRADOC Analysis  
Command-Ft Lee . . . . . Fort Lee, VA 23801-6140

U.S. Army TRADOC Analysis Command-  
FBHN . . . . . Fort Benjamin Harrison,  
IN 462 16-5000

## **Appendix F International Army Programs Directorate (IAPD)**

Office	*Phone #	**Mailing Address
Director	2741	ATCD-Y
Chief North Atlantic Division	2741	ATCD-YN
Program Manager-Germany	2463	ATCD-YN
Program Manager-United Kingdom	2463	ATCD-YN
Program Manager-France	3492	ATCD-YN
Program Manager- Italy	3492	ATCD-YN
Program Manager-Spain	3492	ATCD-YN
Program Manager-Canada	2463	ATCD-YN
Chief Latin America/ Pacific/Israel Division	4400	ATCD-YL
Program Manager-Japan	4400	ATCD-YL
Program Manager-Korea	4400	ATCD-YL
Program Manager-Brazil	3492	ATCD-YL
Program Manager Subject Matter Expert Exchange	3492	ATCD-YL
Program Manager-Israel	4400	ATCD-YL

\*Phone numbers are AV 680 - \_\_\_\_\_

Commercial phone number (804) 727- \_\_\_\_\_

\*\*Mailing addresses are Commander TRADOC

U.S. Army Training and Doctrine Command  
ATTN: ATCD -  
Fort Monroe, VA 23651-5000

\*\*\*FAX Number is (804) 727-3964

## Appendix G

### Allied/Sister-Service Liaison Officers (ALO/SS) at TRADOC

<u>Country/Service</u>	<u>*Phone #</u>	<u>**Mailing Address</u>
Cdr TRADOC Fld Elm	3370/3968	ATFE
Air Force (MAC)	(804) 764-5947	ATFE-MAC
Australia	2906	ATFE-AS
Brazil	2429	ATFE-BR
Canada	2804	ATFE-CA
France	2536	ATFE-FR
Germany	3156	ATFE-GE
Israel	2428	ATFE-IS
Italy	3118	ATFE-IT
Japan	2724	ATFE-JA
Korea	2802	ATFE-KO
Marine Corps	2736	ATFE-MC
Netherlands	3116	ATFE-NE
Turkey	2553	ATFE-TU
Spain	2776	ATFE-SP
United Kingdom	2923	ATFE-UK

\*Phone numbers are: Autovon AV 680 - \_\_\_\_  
Commercial phone number -  
(COML) (804) 727- \_\_\_\_

\*\*Mailing addresses are: Commander, TRADOC  
ATTN: ATFE-  
Fort Monroe, VA 23651-5000

\*\*\*FAX Number is (804) 727-3964

## Glossary

### Section I Abbreviations

ABCA	American, British, Canadian, and Australian
ADCSCD	Assistant Deputy Chief of Staff Concepts and Doctrine
ADCSD	Assistant Deputy Chief of Staff Developments
ADP	Automatic Data Processing
ALO	Allied Liaison Officer
AMC	Army Materiel Command
AOP	Approved Operating Program
APP	Appendix
ATFE	TRADOC Field Element

AV & AUTOVON	Automatic Voice Network
AWS	Air Weather Service
CAC	Combined Arms Command
CASCOM	Combined Arms Support Command
CG	Commanding General
Cdr	Commander
CofS	Chief of Staff
Conf	Conference
COL	Colonel
CONUS	Continental United States
CML	Commercial
DATT	Defense Attache
DCS	Deputy Chief of Staff
DCSA	Deputy Chief of Staff Analysis
DCSBOS	Deputy Chief of Staff Base Operations Support
DCSCDD	Deputy Chief of Staff Concepts, Doctrine, and Developments
DCSRM	Deputy Chief of Staff Resource Management
DCST	Deputy Chief of Staff Training
DOD	Department of Defense
DEROS	Date Eligible for Return from Overseas
DLIFLC	Defense Language Institute Foreign Language Center
EM	Enlisted Member
E-Mail	Electronic Mail
FAX	Facsimile
FOA	Field Operating Agency
HHC	Headquarters and Headquarters Company
HOD	Head of Delegation
HQ	Headquarters
IAPD	International Army Programs Directorate
LO	Liaison Officer
LTC	Lieutenant Colonel
MAJ	Major
MAC	Military Airlift Command
MOU	Memorandum of Understanding
NATO	North Atlantic Treaty Organization
NLT	Not Later Than
NOFORN	No Foreign Dissemination
OCONUS	Outside Continental United States
OER	Officer Efficiency Report
OMA	Operation and Maintenance Army
PDT	Predeployment Training
PEP	Personnel Exchange Program
PERSCOM	Total Army Personnel Command
POC	Point of Contact

<b>QSTAG</b>	Quadripartite Standardization Agreement
<b>QTR</b>	Quarter
<b>ROK</b>	Republic of Korea
<b>RSI</b>	Rationalization/Standardization Interoperability
<b>SDT</b>	Self Development Test
<b>SIDPERS</b>	Standard Installation/Division Personnel System
<b>SMEE</b>	Subject Matter Expert Exchange
<b>SQT</b>	Skill Qualification Test
<b>SSLO</b>	Sister-Service Liaison Officer
<b>STANAG</b>	Standardization Agreement
<b>TAADS</b>	The Army Authorization Documents System
<b>TAC</b>	Tactical Air Command
<b>TDA</b>	Tables of Distribution and Allowances
<b>TDY</b>	Temporary Duty
<b>TR</b>	Transportation Request
<b>TRADOC</b>	Training and Doctrine Command
<b>US</b>	United States
<b>USAF</b>	United States Air Force
<b>USMC</b>	United States Marine Corps
<b>USAREUR</b>	United States Army, Europe
<b>XMAS</b>	Christmas

## Section II Terms

### Liaison activity

An office with the primary purpose of maintaining formal contact or communications between host and parent organizations. It includes the TRADOC Field Element and the offices and officers accredited to other Army commands, U.S. services, and allied military defense establishments.

### TRADOC liaison officer (LO)

A TRADOC officer who establishes and maintains formal contact between his or her host and TRADOC schools and subordinate organizations. The officer serves as the focal point for the exchange of information concerning the development of training concepts, doctrine, and material requirements.

### Allied liaison officers (ALOs)

Liaison officers from foreign armies accredited and assigned to HQ TRADOC and TRADOC schools and installations.

### Sister-service liaison officers (SSLOs)

Liaison officers of the Air Force and Marine Corps assigned to HQ TRADOC and TRADOC schools and installations.

### Head of delegation (HOD)

The principal U.S. representative at bilateral staff talks is the U.S. HOD. The HOD is responsible for all

presentations by U.S. personnel. He or she is responsible for planning, programming, and budgeting to ensure that the activity for which he or she is responsible is adequately supported.

International Army Programs Directorate (IAPD), Office of the DCSCDD, HQ TRADOC serves as the focal point for TRADOC participation in selected international activities. The Director manages the bilateral staff talks program between the U.S. Army and selected allied armies.

### TRADOC Field Element

A field operating agency (FOA) providing command structure for the support of TRADOC LOs to other countries, agencies, and commands and ALOs/SSLOs assigned to HQ TRADOC.

FOR THE COMMANDER:

OFFICIAL

JAMES W. VAN LOBEN SELS  
Major General, GS  
Chief of Staff

A handwritten signature in black ink, appearing to read "David G. Fitzenz". The signature is fluid and cursive, with a large initial "D" and a stylized "F".

DAVID G. FITZENZ  
Colonel, GS  
Deputy Chief of Staff For  
Information Management

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